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3 May 1955

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Report on the CIA Career Program as Reflected in IG Survey Reports

I. Purpose and Scope

A. The purpose of this exercise was to review the survey reports of all Offices of the Agency thus far inspected for all information pertaining to the Agency's career program and to draw from such information any conclusions which might indicate major deficiencies in the conduct of that program.

B. Survey reports on the following Offices contained comments on the career program which were considered in this report:

ORR	Medical	Comptroller
OSI	Security	
OCI	Logistics	

No components of the DD/P area are included.

II. Summary

A. While comments contained in the survey reports vary widely, four general conclusions can be drawn which apply to all to some degree.

1. The Career Boards or Panels do not function uniformly in all Offices.
2. Moderate success has been achieved in the relatively minor aspects of the career program but in the major aspects such as career planning little progress has been made.
3. Personnel in general are not adequately informed on the purpose of the program or on the activities of the responsible Boards or Panels.
4. The progress of the career program is measured in direct proportion to the support given it by the Office Chiefs.

III. Discussion

A. Lack of Uniformity in Career Boards

1. Of the Offices under consideration in this report, separate Career Services have been established for Comptroller, Medical, Logistics and Security and the Chiefs of those Offices have been appointed Heads of their respective

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Career Services. They have formed Career Boards to advise and assist them in administering the Agency's career program in their area of responsibility. The employees of the remaining Offices (ORR, OSI, OCI) are assigned to the Intelligence Production Career Service headed by the DD/I and those Offices have formed Career Panels which are subordinate to the IP Career Board.

2. The regulations do not specify in detail how the Boards or Panels shall conduct their affairs and each of the Offices handles its career program differently in some respects. Only in the Medical Office are Board meetings held weekly. In the other Offices meetings are held twice a month, monthly or only on call. Some Boards consider personnel actions affecting all employees of the Office while other Boards are limited to consideration of actions pertaining to personnel of the higher grades and subordinate units concern themselves with personnel in the lower brackets.

3. Generally, the Career Board or Panel is chaired by either the AD or DAD of the Office. In Logistics, however, the Board is chaired by the Chief of the Administrative Staff and in OSI the Panel is presided over by whatever senior division or staff chief is present during the prolonged absence of the appointed chairman, the DAD/SI. In one Office (OCI) it has been reported that the AD, who is Chairman of the Career Panel, frequently takes unilateral action on personnel matters which have not been referred to the Panel for consideration.

#### B. Limited Success of the Career Program

1. Moderate success has been achieved in some aspects of the career program such as promotion policy, participation in Agency training programs and rotation within the limits of the immediate Office. Efforts have been made to establish uniform promotion practices on an Office-wide basis, more emphasis is being placed on the proper completion of Fitness Reports, and some short-range planning is being attempted.

2. The major deficiency of the career program is the apparent inability of the Career Boards and Panels to cope with the problem of medium and long-range planning to develop personnel to meet the Agency's future needs. In this all-important aspect practically no progress has been made. Many reasons can be advanced for the failure of the career program to move in this direction but the fundamental fault appears to lie in the assignment of this responsibility to people who have neither the time nor the competence to function adequately in the specialized field of personnel development.

#### C. Dissemination of Information to Employees

1. It has been reported in most surveys that employees in general have only scant knowledge of the career program. In only two Offices (Medical and Security) is a deliberate effort made to keep their employees informed on the status and developments of the program and of the activities of the Career Boards.

2. Knowledge of the program usually is limited to information obtained from reading notices and circulars or from casual conversations with fellow workers or immediate supervisors. Some employees were found to be misinformed.

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and many had adopted a cynical attitude, not toward the concept but toward the successful application of such a program to their own personal lives. Many did not know the names of the members of their Career Board or Panel and most were unaware of any action or consideration of the Board in their behalf.

3. It was also found that there is a general lack of understanding of the purpose of a Service Designation. Many employees did not know they had one or what it was. In some DD/I Offices, Administrative Officers have been arbitrarily assigned IP designations and had not been informed that they were privileged to request a different designation. In the Comptroller's Office, machine records technicians have been assigned BF designations although they are not qualified for normal finance duties.

#### D. Office Chief's Support to the Career Program

1. The survey reports indicate very clearly that an essential element of the success of the career program is the whole-hearted support of the responsible Office Chief. The most effective Career Boards are in the Medical and Security Offices whose Chiefs have supported the program with energy and enthusiasm and who otherwise perform their administrative functions competently. The least effective Career Boards are those of OCI, OSI, and Logistics and they reflect the administrative inadequacies of the Office Chiefs.

#### IV. Conclusions and Recommendations

A. The conditions described in the previous section apply only to a limited number of Agency components and positive conclusions should not be drawn. The following tentative conclusions are strongly indicated.

1. The average Agency employee has little knowledge of the career program or confidence in the ability of the responsible Agency officials to make such a program effective.

2. What minor success has been achieved is attributable to the efforts of a few conscientious individuals but career planning to meet the Agency's future needs is not being accomplished by the present methods.

3. An effective career program is essential to the development of competent personnel capable of discharging the heavy burden of responsibility placed upon the Agency. The present program is not able to produce such personnel but from the limited information now available the cause of failure cannot be accurately determined.

B. Recommendations to correct specific deficiencies referred to in this report have already been made in the survey reports of the Offices concerned. It is further recommended:

1. That the IG Staff place greater emphasis on the examination of the activities of Career Boards and Panels for the purpose of determining the cause of the failure of the Agency's career program as it is now being conducted.

2. That the IG schedule at an early date a comprehensive examination of the Agency's career program to include an inspection of the activities of

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Career Boards and Panels not previously inspected, the CIA Career Council, CIA Selection Board and its Panels of Examiners, CIA Honor Awards Board and any other Boards, Panels or Committees which have been established to implement such program. It should also include an analysis of the regulations, instructions, directives and notices pertaining to the career program and an evaluation of the principles and philosophy on which the present program is based. The purpose of this study should be to devise a simplified, more effective career management and development program for Agency employees.

/s/

LYMAN B. KIRKPATRICK  
Inspector General

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